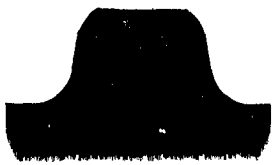


**PM / RJR**

**TOBACCO TASK FORCE**

**Susan Houser**  
**April 2, 1993**

2048582513



2048582514

# Project Consumer Outreach Consumer Data Base

4/4/93

*Lead Responsibility:* PM: Janice McDaniel  
RJR: Randy Thompson, J. Ellis

ETS ☐ FET ☒

*Time Line:*

- RJR /PM Data base merge - end of March
- Message Development - Ongoing

*Description:* Insure direct mail capability exists to reach entire data base with a message on ETS and/or excise taxes. Need Mass Mobilization of unduplicated people in PM's and RJR's data base. Provide means for both written and telephone communications with Congress and the White House on excise tax issue.

*Action:*

- WRO to identify targets
- Initiate legal review
- Initiate technical review
- Collaborate to determine whether same message can go to data base of both companies.
- PM/RJR teleconference with report book.
- Tom Griscom having Randy Thompson coordinate with PMUSA. They are working on all action items to get ready for mass mailing.

*Budget:* TBD/Split with RJR

2048582515

# ● Project \_\_\_\_\_ Consumer Outreach \_\_\_\_\_ Redemption Stuffers

4/2/93

*Lead Responsibility:* PM: Jim Spector, Janice McDaniel  
RJR:

ETS ☐ FET ☒

*Time Line:*

-Due April 1, 1993

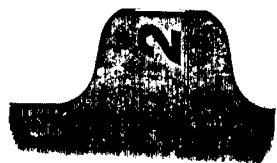
*Description:* Design cards on ETS and on the Excise Tax issues for insertion in all packages fulfilled out of Kankakee and Lafayette fulfillment centers. Also prepare cards to be inserted in outgoing branded direct mail pieces and carton stuffers.

## *Action:*

- Coordinate points with RJR.
- Develop estimate of number of fulfillment packages.
- Exploring logistics of carton stuffers.
- Developing schedule of branded direct pieces to be mailed.  
over the remainder of year.
- Review insert copy: Due April 1.
- RJR is working on their copy for ETS and should have it.  
by 3/19/93; they are also at work on FET piece.
- Coordinate Points with RJR week of 3/15/93.

*Budget:* TBD

2048582516



2048582517

# Project Business Outreach Direct Mail to CEO'S

4/2/93

*Lead Responsibility:* PM: James Ramsay  
RJR: Seth Moskowitz

ETS ☒ FET ☐

*Time Line:*  
-Ongoing

*Description:* Present ETS arguments to leading CEO's in a CEO to CEO letter. Include accommodation program description and information on how we can help.

- Target companies considering bans
- Also CEO to trade group letters, EX: WIC to NATD, WIC to NACS, etc.

Note: Tom Griscom reports that McDonald's franchisees met in Washington, DC and complained to corporate McD's about the smoking ban. When asked, not one of the franchise owners supported the ban.

## *Action:*

- \*WIC letter to Merck Chairman approved by WIC and Legal. Final to WIC for signature. This letter is a model - others are being written to chairs of Pepsi and other labor corps.
- Bill Campbell - T.J. O'Brien - Dial Corporation.
- MAM send letter to McDonald's with follow-up briefings/Presentations. (Prepared by Ellen Merlo)
- Meeting of all franchise owners of McDonald's in Washington, DC last week.
- Develop a generic letter. Get copy to Kathleen Linehan
- Griscom give us contacts from Gerstner.
- Some would go jointly.
- Craig Fuller will pull letter used and copy Tom Griscom.
- Steve Parrish setting meeting with Kraft and Reps of McDonald's.
- Assembling other recommendations.
- Indicate letter for MAM.
- WIC and other PM CEO letters being drafted. Copy due 3/18/93. (Done)

*Budget:*

2048582518

● Project Business Outreach  
Trade Meetings

4/2/93

*Lead Responsibility:* PM:  
RJR: Tom Griscom

ETS ■ FET ■

*Time Line:*

*Description:* How do we make presentation to trade groups? Need to develop a plan to meet.

*Action:*  
-Tom Griscom to develop a list of trade groups.

*Budget:*

2048582519

● Project Business Outreach  
Business Roundtable

4/2/93

*Lead Responsibility:* PM: Craig Fuller  
RJR: B. Oglesby

ETS ☒ FET ☐

*Time Line:*  
3/9/93

*Description:* Advise BRT members of threat to business posed by EPA/OSHA indoor air regulations. Seek participation in coalition.

● *Action:*

- Send Accommodation letter
- Need materials
- Chairman to Chairman communication letter (B. Oglesby / Craig Fuller)

● *Budget:*

2048582520



# Project Business Outreach Chambers of Commerce

4/2/93

*Lead Responsibility:* PM: Vic Han  
RJR: Roger Beahm

ETS ■ FET ■

*Time Line:-*  
-April 1993

*Description:* Reach business audience with our message on ETS and Excise Taxes through participation in Chamber of Commerce economic forums over the next several months.

## *Action:*

- Schedule Task Force "spokesperson" into Chamber events.
- Draft basic speeches.
- Ask PM employees who participate in Chambers of Commerce to present our "white papers" for distribution.
- Invite Chamber groups to New York to visit PM.
- Jim Miller - Former OMB Director.
- Hold meetings with Executive Directors at PM in New York.
- USSA - Dave Bretton's review tapes from Crossfire.
- Have Dave Bretton come to New York to meet with Vic and Roger Ailes.
- Check to see what PM/RJR have done with Bretton before.
- Burson needs to lay out plan.
- Tom Griscom and Craig Fuller agreed Burson should develop the Chamber of Commerce outreach plan to determine where we might be able to place spokespeople.

## *Budget:*

2048582521

● Project Business Outreach  
National Association of Manufactures

4/2/93

*Lead Responsibility:* PM: Roy Marden  
RJR:

ETS ■ FET ■

*Time Line:*  
-Due March 15, 1993

*Description:* Give support for our indoor air regulation proposal. Alert members to EPA/ETS related issues.

*Action:*  
-Make contact: Due March 15

*Budget:* \_\_\_\_\_

2048582522

3

2048582523

# *Project \_\_\_\_\_ Advocate Outreach \_\_\_\_\_ Mass Mailing*

4/2/93

*Lead Responsibility:* PM: Lance Pressl, Janice McDaniel, Bob Reese  
Chris Donohue\_\_\_\_  
RJR: Randy Thompson

ETS ☐ FET ☒

*Time Line:*  
Due late March 1993

*Description:* 1.25 million piece directed to volunteer "advocates" will generate approximately 200 letters to each legislator. 240 (WRO to determine) targeted Members of Congress. Self-mailer to drop late March to produce results in April/May.

-Message -Fight monster taxes  
-Regressivity  
-Jobs at risk

*Action:*

- Joint list developed with RJR/TI. Janice McDaniel attended meeting on 3/22 in WDC to finalize.
- Mail piece sent to New York on 3/23/93.
- Creative under development/Done.
- Waiting for targets from WRO/Done.
- Message points to be determined by WRO/Done.
- Need to develop message./Done.
- WRO has to give direction on message./Done.
- What amount should be in Communication \$2, \$1, .50, .24?/Done.

*Budget:* \$450,000

2048582524

# Project Advocate Outreach Volunteer "Advocates"

4/2/93

*Lead Responsibility:* PM: Bob Reese, Janice McDaniel  
RJR: Randy Thompson

ETS ☐ FET ☒

*Time Line:*  
-Completed

*Description:* Activate the volunteer "advocates" in our systems and begin phone bank operations to generate calls to Congress on excise taxes. Generate 200 calls each to key legislators: House Ways & Means, Senate Finance, Leadership, White House, Mrs. Clinton's Office. Calls spread over 4-5 day span and direct connect process will be used. Split target with RJR.

- Develop "quick response" program allowing us to contact, within 24 hours, Administration officials or Members of Congress making statements in opposition to tobacco excise tax.  
Note: Develop generic scripts and approve generic scripts for phone backs and letter writing.

*Action:*

- Set up phone bank operations/ Done.
- Activate calls to targeted committee members / Done.
- Optima in Washington, DC to provide final report./Done.

*Budget:* PM - \$175,000  
RJR - N/A

2048582525

2048582526

● Project Grassroots Effort  
Quick Response to Phone Bank

4/2/93

*Lead Responsibility:* PM: Jim Spector  
RJR:

ETS ☐ FET ☒

*Time Line:*

*Description:* How to respond with phone banks very quickly to any new initiatives or proposals concerning FET.

*Action:*  
Researching

*Budget:*

2048582527

● *Project* \_\_\_\_\_ *Grassroots Effort* \_\_\_\_\_  
*Unions*

4/2/93

*Lead Responsibility:* PM:  
RJR:

ETS ☐ FET ☒

*Time Line:*  
Due March 22, 1993

● *Description:* Checking with Roger Penske to see who he can call to help us on FET. (Kirkland)

*Action:*

- WIC to meet with BCT leaders.
- Consider TI role.
- Follow-up on results.

● *Budget:*

2048582528



● Project Grassroots Effort  
Public Affairs / Group Outreach

4/49/93

*Lead Responsibility:* PM: Frank Gomez  
RJR:

ETS ☒ FET ☐

*Time Line:*  
-Ongoing

*Description:* Resolutions of support on ETS.

*Action:*  
-Draft resolution for groups to use.

*Budget:*

2048582529

# ● Project \_\_\_\_\_ Grassroots Effort \_\_\_\_\_ Letters

4/2/93

*Lead Responsibility:* PM: James Ramsay  
RJR:

ETS ☐ FET ☒

*Time Line:*  
Due March 22, 1993

*Description:* Convenience Store Owners (WIC), PM Invitational (MAM), Growers, Customers, Venders, Phil-PAC Contributors.

● Local Unions, Pass resolutions, articles for publications.

State CARTs, mobilizations.

## *Action:*

- \*CART - Data to be provided by Derek Crawford. CART op-eds will be delivered to Tina Walls for distribution one week after data is received.
- \*Phil-PAC Shareholders - MAM letters to these groups awaiting approval.
- \*Individual WIC letters to customers, venders, growers to be sent out week of 4/5/93.
- Letters submitted - Ellen Merlo will forward on 3/15/93

Note: Eagle Alliance allows RJR to reach marketing people, suppliers, growers and others. They are preparing for their direct mail effort and will coordinate with Jay Poole.

● *Budget:*

2048582530

# Project \_\_\_\_\_ Grassroots Effort \_\_\_\_\_ Employees

4/2/93

*Lead Responsibility:* PM: Chris Donohue, Jay Poole, Jim Ramsay

RJR: Tom Augburn (Eagle Alliance - tabs into sports, marketing, suppliers, growers)

ETS ☐ FET ☒

*Time Line:*

-March 22, 1993

*Description:* Company wide alert should be sounded to enlist company employees in the effort. The alert should be in the form of a communiqué from MAM and WIC or other senior executive and be sent, at a minimum, to all operating company managers/Jay Poole. The message should concisely state the nature of the threat and strongly suggest that all employees contact their Congressional representatives.

*Action:*

\*Nearly 3000 letters have been mailed from employees at the three plant locations. This number includes letters sent by union employees. Responses have been received by Senators Faircloth of North Carolina, Warner of Virginia and McConnell which express strong support for our position on FET. Efforts are ongoing to generate more letters. I have not yet seen any responses from the White House. - JSP

\*WIC message to be sent to all PMUSA employees, including points to be made to legislators and sample letter on 4/5/93.

\*MAM and other CEO messages will be sent after approvals.

-Initiate copy development.

-Select employee groups have been contacted by Jay Poole as of 3/10/93.

-Plant Communities.

-Sales Force.

-Letters being reviewed by Ellen Merlo - will mail week of 3/15/93.

-Copy for MAM, WIC and other CEOs of other PM operating companies prepared for review 3/12/93. (Done)

-Mike Szymanczyk memo prepared for sales force 3/10/93.

*Budget:* Materials in preparation

2048582531

*Project* \_\_\_\_\_ *Grassroots Effort* \_\_\_\_\_  
*Suppliers*

4/2/93

*Lead Responsibility:* PM: Alan Miller, Richard Klemp, Peggy Martin  
RJR:

ETS ■ FET ■

*Time Line:*  
-End of March, 1993

*Description:* Insure direct mail capability exists to reach senior officer in supplier companies with message on ETS and/or excise taxes. Joint letters.

*Action:*

- \*Suppliers in TN, KY, VA and NC have been asked to generate letters. We don't have a hard number as to how many may have been written, but we estimate that several hundred suppliers have been asked to write Members.
- Prepare updated list of venders from operating companies.
- Send Accommodation letter.
- Initiate copy development.

*Budget:*

2048582532

● Project \_\_\_\_\_ Grassroots Effort \_\_\_\_\_  
\_\_\_\_\_ Accommodation - Hosp. / Indust.

4/2/93

*Lead Responsibility:* PM: Lance Pressl  
RJR: Tim Harris

ETS ■ FET □

*Time Line:*  
-Ongoing

*Description:* Provide viable alternatives to mandated smoking restrictions and bans.

*Action:*

- Waiting to review McDonald's smoking ban study with the Wirthlin Group.
- Continue outreach programs to high profile restaurants/hotel chains, associations and industry leaders. (Bowling proprietors, D.C. Restaurant Assoc., Oklahoma Restaurant Assoc., and Hospitality Assoc. contacted this past week.)
- Liner coalition building efforts to legislative battles.
- Reinforce accommodation program with consumer pull-through.
- Economic impact studies.

*Budget:*

2048582533

● *Project* \_\_\_\_\_ *Grassroots Effort* \_\_\_\_\_  
\_\_\_\_\_ *Accommodation - Airport*

4/2/93

*Lead Responsibility:* PM: Lance Pressl  
RJR: Tim Harris

ETS ☒ FET ☐

*Time Line:*  
-Ongoing

*Description:* Maintain smoking areas in terminal and airline clubs.

● -RJR works with Marriott

*Action:*

- Rhode Island airport accommodation lounge in full operation.
- Develop outreach programs.
- Provide technical assistance.
- Develop signage.

● *Budget:*

2048582534

# *Project \_\_\_\_\_ Grassroots Effort \_\_\_\_\_ Accommodation - Workplace*

4/2/93

*Lead Responsibility:* PM: Lance Pressl, Steve Parrish  
RJR: Rob Meyre

ETS ☒ FET ☐

*Time Line:*  
-Ongoing

*Description:* Provide legal, economic and technical support to businesses considering smoking bans or restrictions.

## *Action:*

- \*PM/RJR working on Restaurant Guide (coordinate).
- Seton name plate sign catalog will offer accommodation signage.
- Catalog to be distributed to PMUSA venders.
- Develop model smoking policy.
- Develop arsenal of technical recommendations to upgrade ventilation system.
- Assemble "case studies" for publication.
- Identify/target key industries, e.g., manufacturing, small businesses etc.
- Parrish to review with Wayne the legal aspects.
- Activating plan for California (TAW/DL/APCO).

## *Budget:*

2048582535

2048582536



Project Government Affairs  
State Organizations (WEST)

4/2/93

Lead Responsibility: Tina Walls

FET ■

Time Line: Ongoing

Description: Organizations who may be willing to write a letter in opposition to the FET.

Action:

- Listing prepared.
- Need target--White House?? State Congressional Delegation?? Both??
- Need fact sheet and sample letters

REGION VII:

Illinois

- IL Manufacturers Association - Greg Baise
- IL Retail Merchants Association - David Vite
- AFL-CIO State of IL - Richard Walsh
- Agri-Business Council of IL - Ron Hoffman
- AMAX Coal Industries - David Finkenbinder
- Anheuser-Busch Companies, Inc. - Gerry Shea
- Archer Daniels Midland Co. - James Houlihan
- IL Beef Council - Ron Hoffman
- Associated Beer Distributors of IL - Bill Olson
- Caterpillar - Bill Compton
- IL Coal Association - Joe Spivey
- Coin Machine Operators Association - John O'Connell
- Corn Growers Association - Jack Fisher
- Deere & Co. - Robert Anderson
- Distilled Spirits Council - Ken Buzbee
- IL Farm Bureau - Richard Clemmons
- Food Retailers Association - David Vite
- Hotel & Restaurant Employees Union - Henry Anselmp
- Hotel/Motel Association - Tim Hennessey
- Mid-west Truckers Association - Todd Renfrow

2048582537

# State Organizations (WEST)

## (Continued)

4/2/93

- Nurserymen's Association - Tim Hennessey
- Pepsi Cola - Malcolm Chester
- Pork Producers Association of IL - Donna Garman
- R.J. Reynolds - Larry Suffredin
- IL Restaurant Association - Larry Suffredin
- Retail Liquor Association - Jim Colombia
- Soft Drink Association - Dick Lockhart
- Liquor Stores Association
- Miller Brewing Co.
- IL Wholesale Liquor Distrib.
- Wine Institute
- Motorcycle Dealers Association
- New Car/Truck Dealers Association
- Small Truckers Alliance
- Mid-West Truckers Association
- IL Trucking Association Inc.
- A.E. Staley Manufacturing Company
- Brown & Williamson Tobacco Corp.
- Cigar Association of America
- Management Association of IL
- Smokeless Tobacco Council, Inc.
- Tobacco and Candy Distributors Association
- Tobacco Institute
- National Federation of Independent Business
- IL Small Business Association
- IL Aggregate Producers Association
- Clark Oil and Refining
- Kerr-McGee Corporation
- Marathon Oil Company
- Petroleum Council of IL
- Shell Oil Company
- Sithe Energies USA, Inc.
- Tomzek Oil Company
- Torco Oil Co.
- Union Oil Company of California
- Abate
- Racing Association of IL
- AARP
- Taxpayers' Federation of IL
- Tobacco Labor Management Committee

2048582538

# State Organizations (WEST)

## (Continued)

4/2/93

- International Brotherhood of Teamsters Joint Council 25
- United Food and Commercial Workers Union 881
- Walgreen Co.
- Patrick Media Group

### Iowa

- IA Farm Bureau - Merlin Plagge (target Lightfoot and Grandy)
- IA Association of Business & Industry - Mark Douglas
- IA Taxpayers' Federation - Rick Philips
- IA AFL-CIO (target Harkin)
- John Deere (Foundry, Davenport Works, Des Moines Works, Duburque Works, Engine Works, Waterloo Works, Product Engineering Center, Ottumwa Works)
- Monsanto Agricultural Company - Dennis Cavern
- ADM Corn Sweeteners - Ken Plum
- Archer Daniels Midland Company - G.W. Hagwood
- ADM Corn Processing - Ray Neff
- Grain Processing Corporation - Willam B. Trent, Jr.
- Terra International - Larry E. Thompson
- Arcadia Corporation - Randy Bleuins
- Amana Refrigeration, Inc. - Michael P. Watts
- Maytag Corporation - Janis Cooper
- Rockwell International/Collins Avionics - John Girotto
- Cargill, Incorporated - Larry Fogdall
- Quantum Chemical Corp./USA Division - Alan J. Houlton
- Lehigh Portland - Ken Blum
- The Quaker Oats Company - Kenneth I. Dykes
- R.R. Donnelly Printing Company LP - Jary Johnson
- Climax/Molybdenum Company - Tommy Kearns
- Hon Industries - Stanley M. Howe
- J.I. Case Company - Lorrin "Butch" DeBlieck
- Keokuk Ferro-Sil, Incorporated - T.M. (Mike) Morris

### Minnesota

- Citizens for Tax Justice - Wayne Cox
- MN Retail Merchants - Judy Cook
- MN Licensed Beverage Association - John Berglund
- MN Grocers Association - Joel Hoiland
- AFL-CIO - Bob Roots
- Teamsters - Wes Lane
- ASFCME - Elliott Siede

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